DOCUMENT RESUME

ED 371 801 JC 940 403

TITLE	Lansing Community College Reorganization Overview Document.
INSTITUTION	Lansing Community Coll., Mich.
PUB DATE	Nov 93
NOTE	31p.; Materials presented at "Leadership 2000," the Annual International Conference of the League for Innovation in the Community College and the Community College Leadership Program (6th, San Diego, CA, July 17-20, 1994).
PUB TYPE	Reports - Descriptive (141) -- Speeches/Conference Papers (150)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	*Administrative Organization; *College Planning; Community Colleges; Cooperative Planning; Departments; *Management Teams; *Organizational Change; Organizational Development; *School Organization; Two Year Colleges
IDENTIFIERS	Lansing Community College MI

ABSTRACT

In response to an unstable economy and diminishing resources, Lansing Community College, in Michigan, initiated a college-wide reorganization in July 1993 to improve institutional effectiveness and increase efficiency. This paper provides a description of the reorganization process and organizational structure before and after the change. First, a narrative is provided of the reorganization process from February to July 1993, highlighting the reorganization of the college into the following five new divisions: (1) student and academic support; (2) careers; (3) liberal studies; (4) community services and continuing education; and (5) administrative services. The narrative also describes the formation of a restructuring transition team of administrators to manage the overall process; a 13-member, college-wide operational transition team to manage operations; college-wide teams to develop organizational structures for the new units; and a divisional transition team to finalize the assignment of functions in divisions. Organizational charts are then presented of the entire college structure before and after the July 1993 restructuring. Finally, organizational charts are presented for each of the new divisions, including information on the major units constituting the divisions; the academic and non-academic functions of each unit; and their divisional locations prior to reorganization. (KP)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

Lansing Community College

ED 371 801

PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

V. Moeller

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

Reorganization Overview Document

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

X This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

November 1993

JC 940 403

BEST COPY AVAILABLE

Table of Contents

Introduction 1

The Process of Reorganization 1

Organizational Charts

Structure of the College Prior to July 1, 1993 6

Structure of the College After July 1, 1993 7

Administrative Services Division 8

Careers Division 10

Community Services and Continuing Education Division 18

Liberal Studies Division 22

Student and Academic Support Division 26

LANSING COMMUNITY COLLEGE REORGANIZATION: AN OVERVIEW

INTRODUCTION

Over the past few years, Lansing Community College has faced a series of challenges which have had considerable impact. An unstable economy, reductions in state funding, and an unsuccessful millage effort have all served to diminish the resources available to the institution during a time when the costs of providing quality educational programs have continued to increase. In partial response to this situation, the College initiated a process of college-wide reorganization, designed to improve institutional effectiveness and increase efficiency, while holding down costs. This new organizational structure became effective on July 1, 1993.

This document provides an overview of the process of reorganization. It includes 1) a description of major reorganization events, 2) charts indicating the overall organizational structure of the College prior to and following the July 1, 1993, reorganization, and 3) charts showing the organizational structures of each of the new divisions.

THE PROCESS OF REORGANIZATION

Outlined below are the highlights of the reorganization process from February 1993 through July 1993.

February 9 - The President met with the College-wide North Central/Program Review team to present the basic framework of a new organizational structure for Lansing Community College. The College was to consist of the following five new major organizational units:

> The Student and Academic Support Division: Offers coordinated courses and services that provide the highest probability of student success, focusing on student needs holistically. Includes courses that prepare students for work in the Careers or Liberal Studies Divisions. Provides support services throughout the student's LCC attendance in areas related to enrollment management. Offers support to instruction through delivery of various learning resource functions.
>
> Careers Division: Offers certificate and degree programs which prepare students for successful employment upon completion, including careful coordination with area employers' needs.

Liberal Studies Division: Offers non-terminal degree programs which prepare students for successful transfer, including careful coordination with transfer institutions for maximum acceptance.

Community Services and Continuing Education Division: Offers activities and services, including non-credit courses, that meet community needs outside of the range of courses and services offered through the other divisions. Emphasizes learning opportunities for constituents who are not degree-oriented, including services to business/industry/government and various community groups. Provides all fee-for-services and other contracted training. Coordinates with other divisions to utilize College resources for community service and continuing education functions. Provides marketing and public information services for the College.

Administrative Services Division: Provides administrative support for the activities of the other divisions, including various managerial and technical services. Responsible for the physical plant, campus safety, business services, and fiscal management functions.

At the request of the President, the College-wide North Central/Program Review Committee participated in a process to determine where to relocate current academic and non-academic functions within new units.

March 3 - A comprehensive list of functions within each divisional unit was compiled and distributed campus-wide, along with a calendar of events for the reorganization.

March 9 - Campus-wide hearings were held to allow the College staff to bring forward questions or concerns related to the placement of functions within divisions.

March 16 - The President announced the names of the individuals who were to provide leadership in the new divisions. A national search was to be conducted to fill the position of Dean of the Careers Division, and a transition leadership team was appointed to oversee operations in the interim.

March 19 - The Restructuring Transition Team (RTT), consisting of deans, vice presidents, and other key College personnel, was established. This team was given responsibility for the overall management of the restructuring process, including guiding the process, establishing priorities, providing support to structures throughout the transition, and coordinating the efforts of various teams.

Also at this time, the 13-member college-wide Operational Transition Team (OTT)

was established to handle the operational details of the restructuring. This included identifying the tasks, timelines, and processes needed to ensure a smooth July 1 transition and, once the transition had begun, to monitor processes and make changes where necessary.

March 22 - The President delivered a college-wide address to reiterate the changes that would be brought about as a result of the reorganization. (This address followed previous informational meetings held for each of the divisions. These meetings provided an opportunity for the President to answer specific questions raised by divisional staff and to discuss issues related to the reorganization.)

April 9 - Approximately 90 persons, including members of the North Central/Program Review Committee, participated in the first stage of the divisional structuring process. Teams were formed, consisting of persons from within and outside of each of the divisions. These teams, with the assistance of facilitators, recommended an organizational structure for each new division by clustering and grouping related functions within those divisions according to the following guidelines:

1. Centralization of certain functions such as hiring, purchasing, budgeting, business services, etc., within the Dean's Office.

2. Administration through a team-oriented approach regarding decision-making and communications, with representation from all groups of employees.

3. Standardization of processes and procedures at the divisional and institutional level for curriculum/course development, with faculty input and involvement in the decision-making process.

4. Coordination of process and procedures among the five divisions regarding services to students, faculty, and staff, in support of curricular and co-curricular delivery, community outreach, and service to business and industry.

5. Systematic review of services and curriculums within the division to minimize duplication.

April 15 - Proposed divisional structures were distributed to the campus.

April 16-23 - Meetings were held for each of the new divisions. These meetings focused on divisional structures and provided opportunities for response and suggestions from divisional staff.

May 3 - Divisional Transition Teams (DTT's) were established by each dean for each division in consultation with the College-wide Restructuring Transition Team (RTT). The dean served as the chair of each DTT. The divisional teams were charged with finalizing the assignments of functions within clusters and sub-clusters within the division, developing a detailed organizational structure for the division, and developing the structure to organize the functions within the divisional dean's office. Individuals across the campus were encouraged to attend the transition team meetings of their respective divisions. A schedule of meeting times was distributed campus-wide.

May 17 - The final divisional structure for the new College divisions, as proposed by the DTT's and approved by RTT, was distributed, along with a list of leadership positions for each division. At this time, all members of the College staff were invited to recommend (to divisional deans) faculty, administrators, and staff whom they felt might be particularly qualified for such positions.

May 24 - A listing of individuals assigned to divisional leadership positions was distributed to the campus. Assignments were made based on employee profiles, input from the College community, deliberations by divisional deans and the RTT, and approval by the President.

May 28 - Personnel assignments beyond the divisional leadership group were finalized and staff were notified. The assignment process involved the RTT, the divisional deans, divisional leadership appointees, and consultations with the appropriate personnel.

June 7 - As a result of a recommendation made by a subcommittee of President's Council, a process was developed whereby employees could appeal reassignments that resulted from the College's reorganization. The process was recommended by Expanded President's Council and accepted by the bargaining unit representatives.

June 8 - To provide answers to questions across campus regarding the reorganization, a Question and Answer Forum was created. On a bi-weekly basis, questions generated by the College community were responded to by the Executive Office and distributed campus-wide.

In addition, a bulletin was developed by the College Communication Team (formed to address the College's communication needs through the restructuring process). Disseminated on a weekly basis, this bulletin was intended to inform the campus regarding divisional committee meeting times, locations, and agendas, so that all employees who wished could attend.

July 1 - The new organizational structure was officially implemented.

July 27 - RTT reviewed the role of the DTT's and acknowledged the need for a college-wide team to monitor the progress of the reorganization. RTT finally concluded that it would be appropriate to move from DTT's to a single, college-wide Monitoring Transition Team (CMTT), composed of an administrator, faculty member, and staff member from each division, one of whom would be a part-time employee. The CMTT was expected to meet on a monthly basis and to make reports to the RTT.

It is anticipated that the new institutional structure will be fully implemented by August of 1994.

ORGANIZATIONAL CHARTS

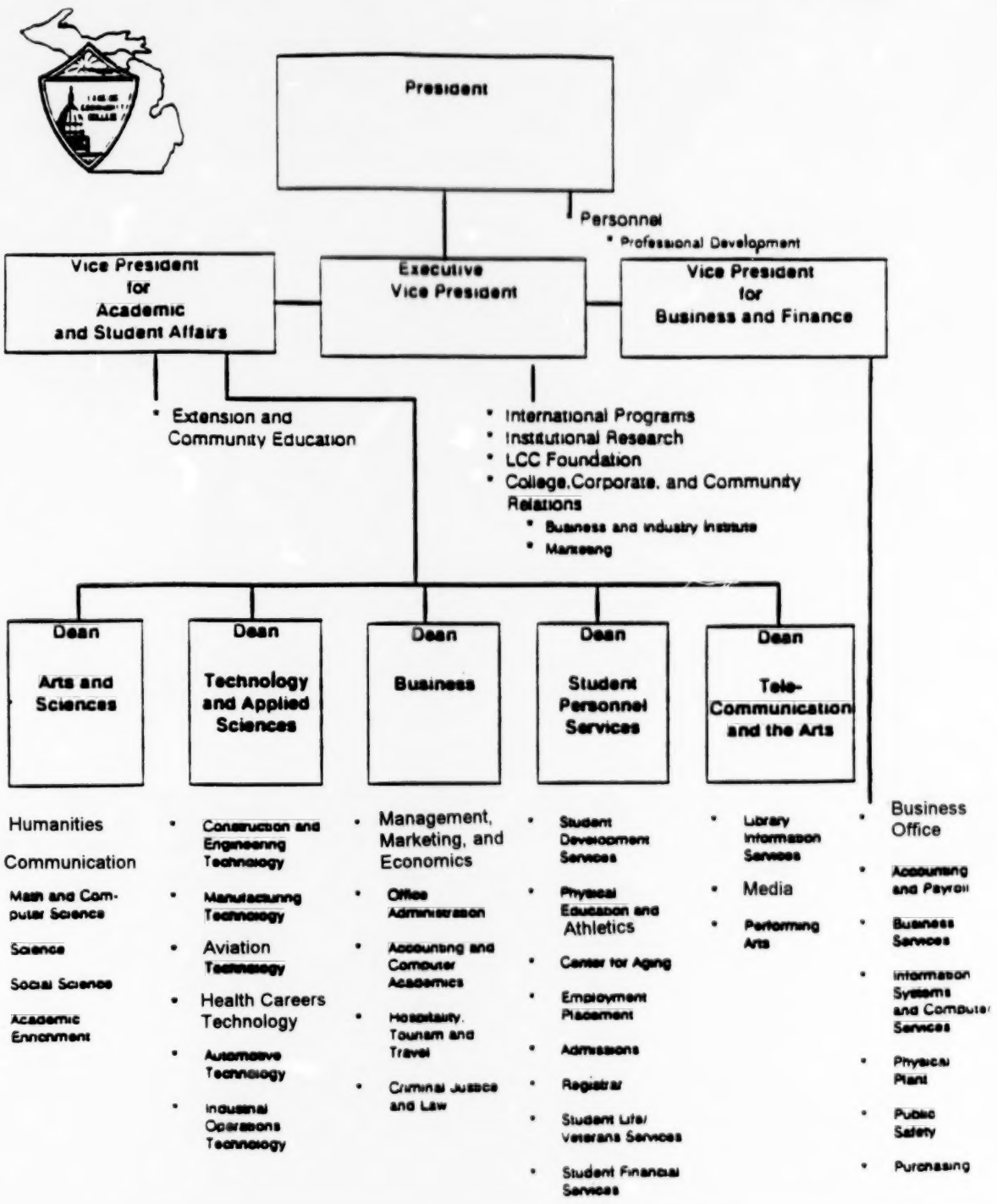
On page 6 of this document, a chart showing the organizational structure of the College prior to the July 1, 1993 reorganization has been provided. For comparison purposes, a chart presenting the new organizational structure of College, which became effective on July 1, 1993, has been provided on page 7.

Pages 8 through 30 include organizational charts for each of the new divisions:

Administrative Services Division
Careers Division
Community Services and Continuing Education Division
Liberal Studies Division
Student and Academic Support Division

Each organizational chart is followed by a listing of the major units which constitute that division. The academic and non-academic functions of each unit, along with their divisional locations prior to reorganization, have also been included.

ORGANIZATIONAL STRUCTURE OF THE COLLEGE PRIOR TO JULY 1, 1993



Lansing Community College Self-Study Report
Reorganization: An Overview - page 6

ORGANIZATIONAL STRUCTURE OF THE COLLEGE AFTER JULY 1, 1993

President

Vice President of Instructional Services

Executive Vice President/Provost

Vice President of Administrative Services

- Extension and Community Education

- Personnel Office
- International Programs
- Special Projects
- Affirmative Action Officer
- Grants Coordinator
- LCC Foundation

Dean
Community Services and Continuing Education

- Contracted Training and Services
- Community Education and Services
- Marketing and Communications
- Conference/ Services and Facilities Rental
- Physical Education and Wellness
- Continuing and Professional Education

Dean
Student and Academic Support

- Enrollment Services
- Academic Support
- Instructional and Student Support

Dean
Careers

- Business Careers
- Technology Careers
- Human, Health and Public Service Careers

Dean
Liberal Studies

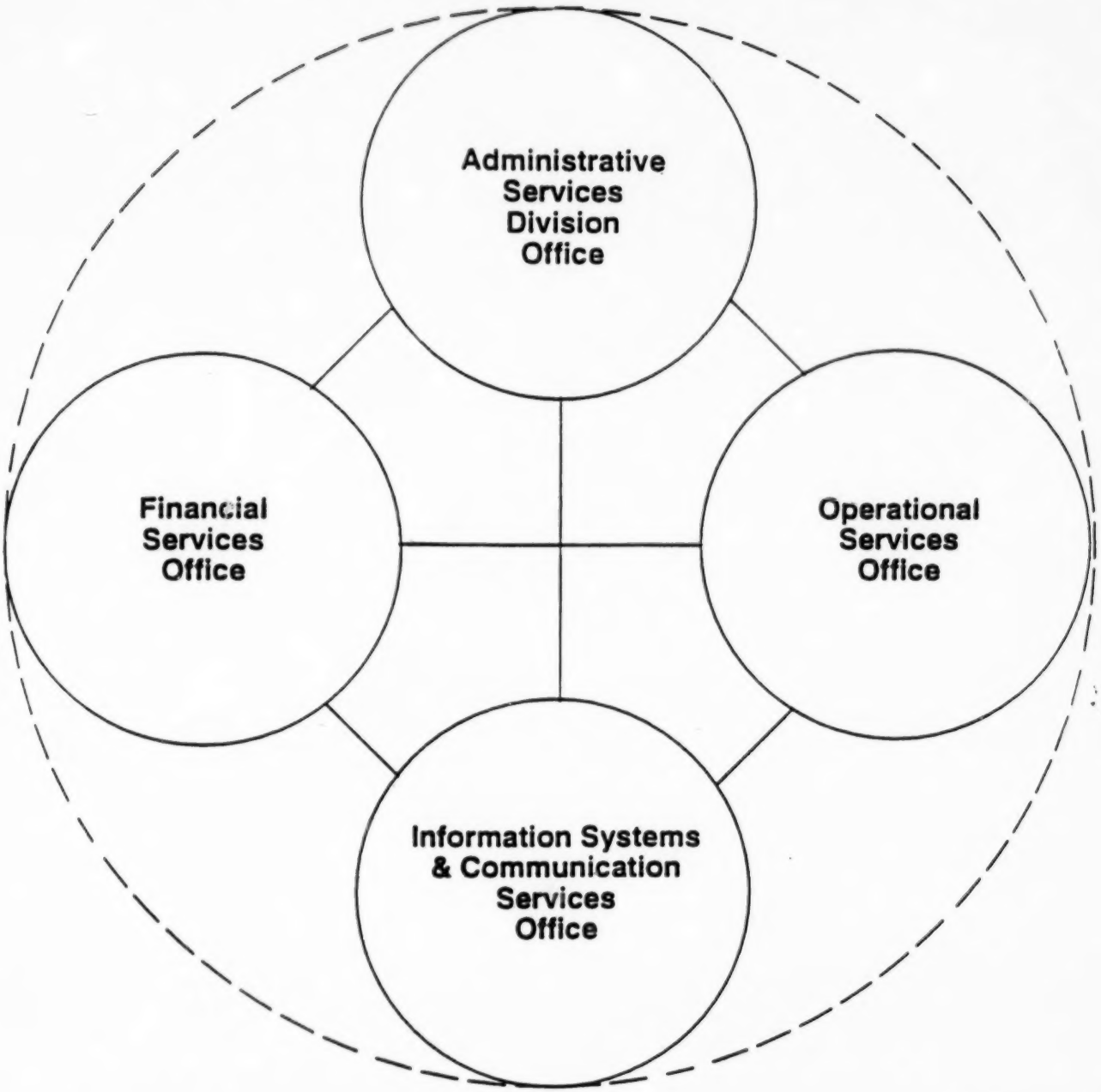
- Math and Computer Science
- Science
- Humanities and Performing Arts
- Communication
- Social Sciences

Dean
Institutional Research and Planning

- Financial Services
- Operational Services
- Information Systems and Communication Systems

BEST COPY AVAILABLE

Administrative Services Division


Administrative Services Division Office
Financial Services Office
Operational Services Office
Information Systems & Communication Services Office

Lansing Community College Self-Study Report
Reorganization: An Overview - page 8

ADMINISTRATIVE SERVICES DIVISIONAL STRUCTURE

Effective Date: July 1, 1993

Administrative Services Division Office

Business Office (7)

Financial Services Office

Accounting and Payroll Department (7)
Cash Operations Department (2)
Purchasing Department (7)

Operational Services

Business Services Department (7)
Food Services Department (4)
Physical Plant Department (7)
Public Safety Department (7)

Information Systems and Communication Services Office

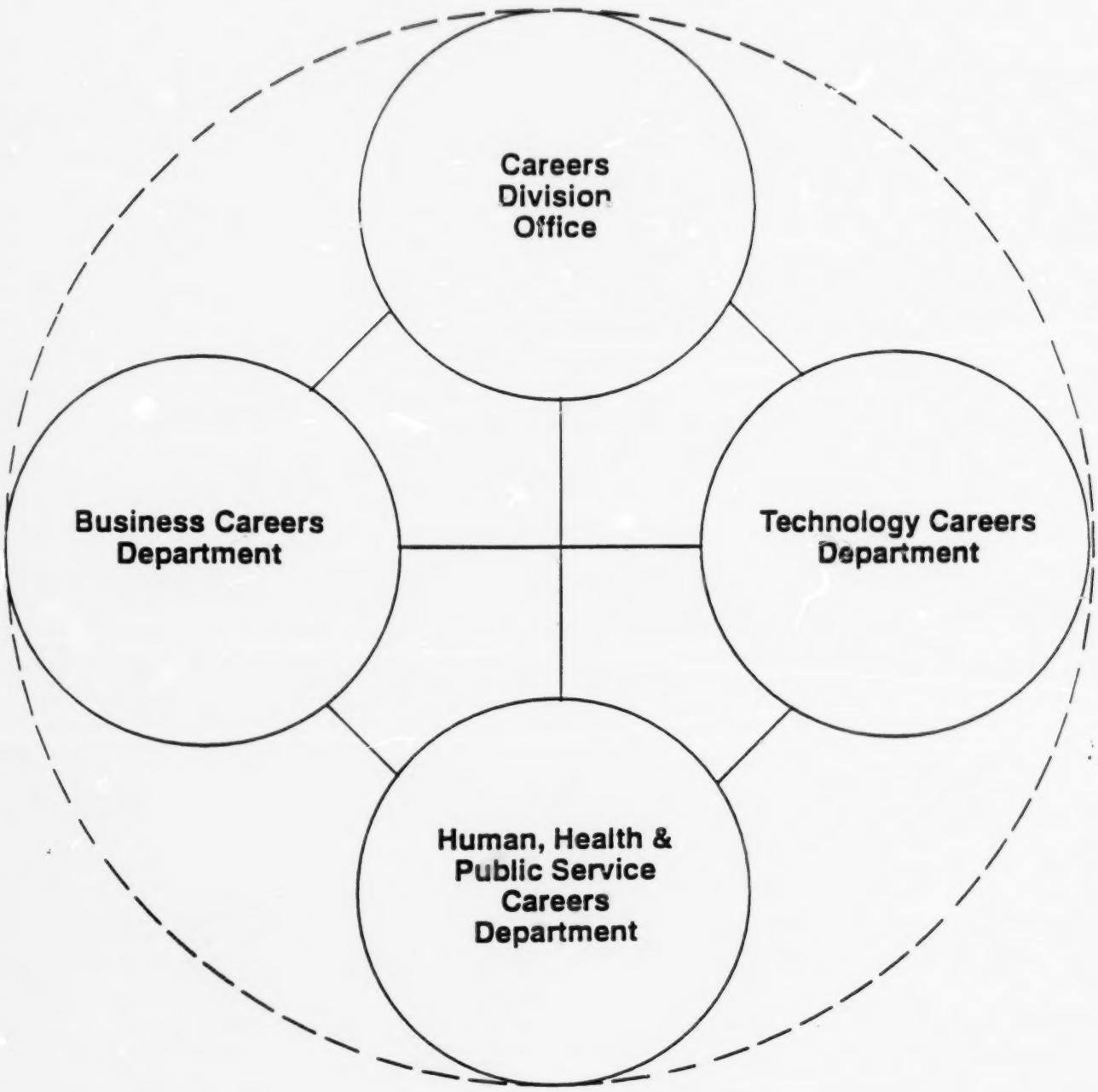
Applications Development Department (7)
Computer Operations Department (7)
User/Technical Support Services Department (7)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parentheses.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration

BEST COPY AVAILABLE

Careers Division


Careers Division Office
Business Careers Department
Technology Careers Department
Human, Health & Public Service Careers Department

CAREERS DIVISIONAL STRUCTURE

Effective Date: July 1, 1993

Careers Division Office

- Dean's Office
- Human Resources/Communication
- Instruction
- Internal/External Alliance
- Operations/Budget

Business Careers Department

Accounting (4)

- Accounting (4)
- Insurance (4)

Computer Information Systems (4)

- Computer Applications Using Business Software (4)
- Computer Information Systems for Business (4)
- E.I.S.D. Computer Information Systems (4)

Hospitality and Tourism (4)

- Hotel/Motel and Food Services Operations (4)
- E.I.S.D Hotel and Food Service Operations (4)
- Tourism: Airline and Travel Agency Operations (4)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parenthesis.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration

CAREERS DIVISIONAL STRUCTURE

(cont.)

Legal Assistant (4)

Legal Assistant/Law (4)

Management and Marketing (4)

American Institute of Banking: Lansing (4)
Business (4)
Credit Union Accounting and Insurance (4)
Credit Union Management (4)
E.I.S.D. Banking (4)
E.I.S.D. Marketing (4)
Labor Relations (4)
Management (4)
Marketing (4)
Property Valuation and Assessment Administration (4)
Real Estate (4)

Office Careers (4)

Computer Office Applications (4)
Office Administration (4)

Architecture and Land Planning (3)

Architecture (3)
Geographical Resource and Environment Technology (3)
Horticulture (3)
Interior Design (3)
Landscape (3)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parentheses.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration

BEST COPY AVAILABLE

CAREERS DIVISIONAL STRUCTURE

(cont.)

Technology Careers Department

Construction Technology (3)

- Apprenticeships (3)
- Building Related (3)
- Building Trades (3)
- Civil Technology (3)
- Cooperative Education (3)
- Electrical Technology (3)
- Heating, Ventilating, and Air Conditioning (3)

Industrial Drafting (3)

- Drafting and Design (3)
- E.I.S.D. Drafting (3)

Industrial Technology (3)

- Apprenticeships (3)
- Computerized Numerical Control Program (3)
- Electronics Technology (3)
- E.I.S.D. Electronics Technology (3)
- E.I.S.D. Industrial Automation (3)
- E.I.S.D. Welding Trades (3)
- Industrial Automation (3)
- Machine Tool Technology (3)
- Manufacturing Maintenance (3)
- Quality Assurance (3)
- Safety (3)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parenthesis.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration

CAREERS DIVISIONAL STRUCTURE

(cont.)

Industrial Technology (3)

Technology General (3)
Welding Technology (3)

Media (5)

Commercial Art (5)
Fine Art (5)
E.I.S.D. Commercial Art (5)
Photography Technology (5)
Media Technology (5)

Transportation (3)

Automotive (3)
E.I.S.D. Auto Body (3)
E.I.S.D. Auto Mechanics (3)
Aviation Airframe Maintenance (3)
Aviation Electronics (3)
Aviation Flight Training (3)
Aviation General Maintenance (3)
Aviation Ground School (3)
Aviation Instrument Repair (3)
Aviation Powerplant Maintenance (3)
Aviation Simulator Training (3)
Truck Driver Training Program (3)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parentheses.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration

CAREERS DIVISIONAL STRUCTURE

(cont.)

Human, Health, and Public Service Careers Department

Allied Health (3)

- Allied Health Courses (3)
- Community Health Services (3)
- Massage Therapy (3)
- E.I.S.D. Allied Health (3)
- Medical Assistant (3)
- Surgical Technology (3)

Criminal Justice and Law (4)

- Court and Conference Reporting (4)
- Criminal Justice (4)

Dental (3)

- Dental Assistant/Dental Hygiene (3)
- Dental Assisting (3)
- Dental Hygiene (3)
- Dental Service Courses (3)

Emergency Medical Services and Fire Science (3)

- Emergency Medical Service (3)
- Emergency Medical Technology (3)
- Fire Science (3)
- Paramedic (3)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parenthesis.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration

CAREERS DIVISIONAL STRUCTURE

(cont.)

Human Services (2)

- Child Development (2)
- Gerontology (2)
- Human Service (2)
- Social Work (2)

Imaging Technology (3)

- Diagnostic Medical Sonography (3)
- Magnetic Resonance Imaging (3)
- Radiation Therapy Technology (3)
- Radiologic Technology (3)

Nursing (3)

- Nursing (3)

Respiratory Therapy (3)

- Respiratory Therapy Courses (3)

Sign Language (1)

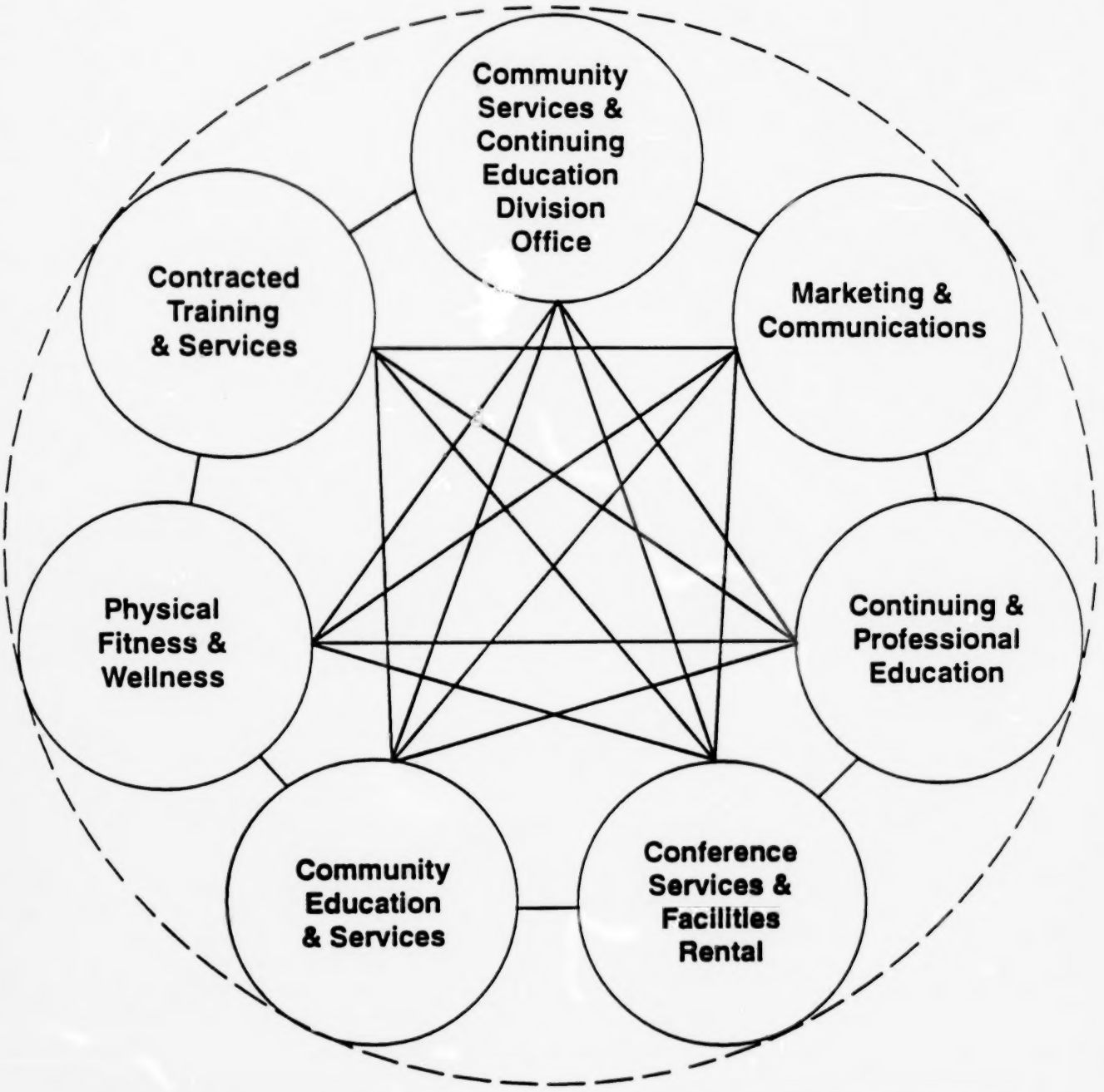
- Sign Language (1)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parenthesis.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration

BEST COPY AVAILABLE

Community Services & Continuing Education Division


Community Services & Continuing Education Division Office
Contracted Training & Services
Marketing & Communications
Physical Fitness & Wellness
Continuing & Professional Education
Community Education & Services
Conference Services & Facilities Rental

Lansing Community College Self-Study Report
Reorganization: An Overview - page 18

COMMUNITY SERVICES AND CONTINUING EDUCATION DIVISIONAL STRUCTURE

Effective Date: July 1, 1993

Community Services and Continuing Education Division Office

- Program Development Services (6)
- Training Proposal Support Services (6)

Community Education and Services

- Center for Aging Education (2)
  - Mental Health and Aging Consortium (2)
  - Aging and Developmental Disabilities Project (2)
  - Older Learner Activities (2)
- Community Services Activities (1-5)
  - Community Leadership Development Academy (6)
  - Healthfest (3)
- Community Education Seminars (1-5)

Physical Fitness and Wellness

- Fitness and Wellness Program (3)
- Cardiac Rehabilitation Program (3)
- Physical Education (2)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parenthesis.

Key:
1 . . . . . Arts and Sciences Division
2 . . . . . Student Personnel Services Division
3 . . . . . Technology and Applied Sciences Division
4 . . . . . Business Division
5 . . . . . TeleCommunication and the Arts Division
6 . . . . . College, Corporate, and Community Relations Division
7 . . . . . College Services
8 . . . . . Central Administration

COMMUNITY SERVICES AND CONTINUING EDUCATION DIVISIONAL STRUCTURE (cont.)

Continuing and Professional Education

- Criminal Justice Center (4)
- Continuing Health Education Center (3)
- Fire Science Continuing Education (3)

Contracted Training and Services

- Business Development Center (6)
  - Handicapper Business Specialty Center (6)
  - Hispanic/Minority Business Development Consortium (6)
- Business Training Services (6)
  - Technical Training Services (6)
  - Computer Design Services (6)
  - Organizational Outreach (6)

Marketing and Communications

- Publications/Advertising Services (6)
  - Production Services (6)
  - Photography Services (6)
  - Commercial Art and Design (6)
- Public Information (6)

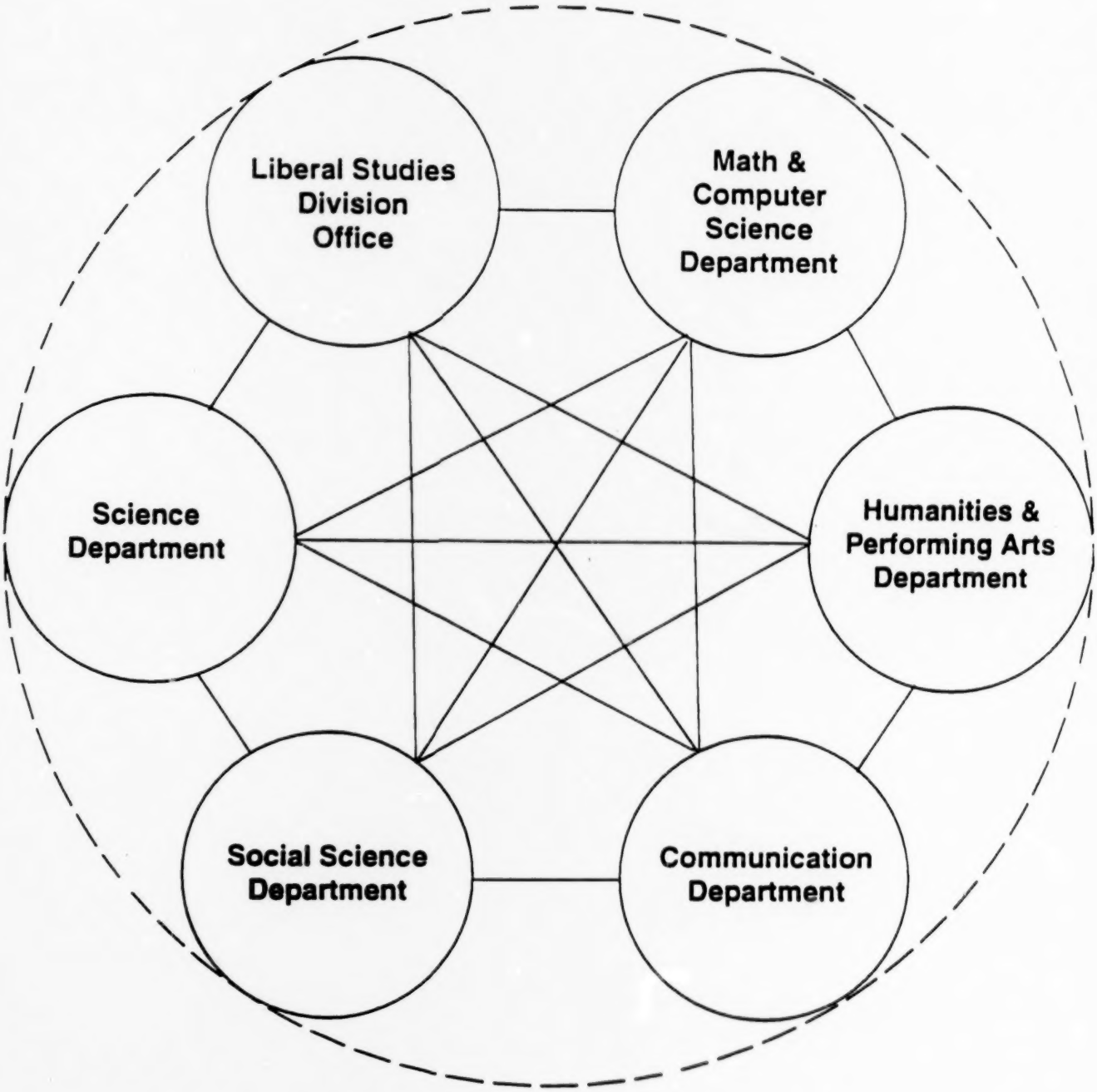
Conference Services and Facilities Rental

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parenthesis.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration

BEST COPY AVAILABLE

Liberal Studies Division



LIBERAL STUDIES DIVISIONAL STRUCTURE

Effective Date: July 1, 1993

Liberal Studies Division Office

- Academic Affairs
- Communication
- Financial Services
- Human Resources
- Operations

Math and Computer Science Department

- Business Mathematics (4)
- Computer Science (1)
- Mathematics (1)
- Statistics (1)
- Technical Mathematics (3)

Science Department

- Anatomy (1)
- Astronomy (1)
- Biology (1)
- Chemistry (1)
- Geology (1)
- Meteorology (1)
- Microbiology (1)
- Natural Science (1)
- Oceanology (1)
- Physiology (1)
- Physics (1)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parenthesis.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration

BEST COPY AVAILABLE

LIBERAL STUDIES DIVISIONAL STRUCTURE

(cont.)

Humanities and Performing Arts

- Art Education (5)
- Art History (1)
- Freshman English (1)
- History (1)
- Humanities (1)
- Literature (1)
- Philosophy (1)
- Religion (1)
- World Civilizations (1)
- Dance (5)
- Music (5)
- Theater (5)

Communication

- Business Communication (4)
- Chinese (1)
- French (1)
- German (1)
- Japanese (1)
- Journalism (1)
- Linguistics (1)
- Spanish (1)
- Speech (1)
- Writing (1)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parenthesis.

Key:
1 . . . . . Arts and Sciences Division
2 . . . . . Student Personnel Services Division
3 . . . . . Technology and Applied Sciences Division
4 . . . . . Business Division
5 . . . . . TeleCommunication and the Arts Division
6 . . . . . College, Corporate, and Community Relations Division
7 . . . . . College Services
8 . . . . . Central Administration

LIBERAL STUDIES DIVISIONAL STRUCTURE

(cont.)

Social Science

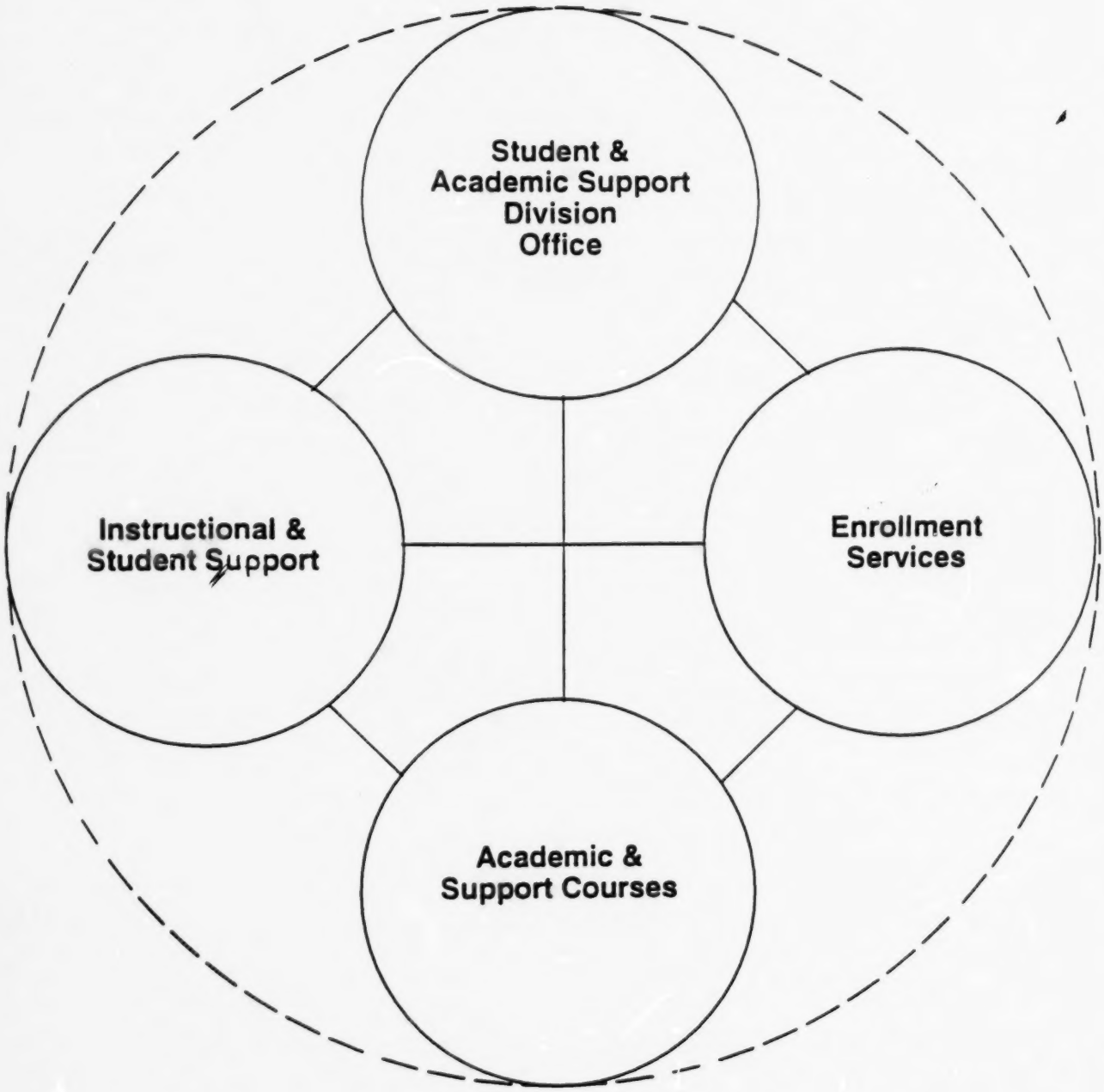
- Anthropology (1)
- Economics (1 and 4)
- Education (1)
- Geography (1)
- Political Science (1)
- Psychology (1)
- Sociology (1)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parenthesis.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration

BEST COPY AVAILABLE

Student & Academic Support Division



Lansing Community College Self-Study Report
Reorganization: An Overview - page 26

STUDENT AND ACADEMIC SUPPORT DIVISION

Effective Date: July 1, 1993

Student and Academic Support Division Office

- Communications
- Human Resources
- Instruction
- Operations and Budget
- Americans with Disabilities Act Planning/Monitoring

Enrollment Services

Office of Registrar/Entry Services (2)

- Admissions Office (2)
  - International Students (2)
  - College/University Articulation (2)
- Office of Registrar (2)
  - Registration (2)
  - Student Records (2)
  - Orientation (2)
- Minority Outreach and Recruitment (8)
- Limited English Proficiency Services (2)
- Native American Leadership Program (2)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parenthesis.

Key:
1 . . . . . Arts and Sciences Division
2 . . . . . Student Personnel Services Division
3 . . . . . Technology and Applied Sciences Division
4 . . . . . Business Division
5 . . . . . TeleCommunication and the Arts Division
6 . . . . . College, Corporate, and Community Relations Division
7 . . . . . College Services
8 . . . . . Central Administration

BEST COPY AVAILABLE

STUDENT AND ACADEMIC SUPPORT DIVISION

(cont.)

Office of Financial Aid/Veterans Services (2)

- Educational Benefits (2)
- Lansing Community College Short Term Loan Program (2)
- Lansing Community College Scholarship Program (2)
- Public and Private Scholarships (2)
- Federal and State Grants and Loans (2)
- Federal Perkins Loan Collections (2)

Counseling Services

- General Counseling (2)
- Women's Resource Center (2)
- Services to Special Populations (2)
  - Tuition Incentive Program (2)
  - Project STAY/At Risk Student Success Program (2)
  - Handicapper Services (2)
- Academic Monitoring (2)
- Enrollment Management (2)

Academic and Support Courses

Math/Science

- Math Assessment (1)
- Transitional/Developmental Courses (1)
- Learning Center-Based Instruction (1)
- Core Math Courses
- Classroom-Based Instruction (1)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parenthesis.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration

STUDENT AND ACADEMIC SUPPORT DIVISION

(cont.)

Language Skills

- Language Assessment/Learning Center (1)
- Transitional/Developmental Courses (1)
- Limited English Proficiency Courses (1)
- Student Support Courses (2)
- Native American Courses (2)
- Core Writing Courses
- Honors Program (1)

Instructional and Student Support

Library Information Services

- Reference and Information Services (5)
  - Interlibrary Loan Service (5)
- Circulation Services (5)
- Database and Collection Maintenance (5)
- AV Services (5)
- Tutorial Services (5)

Media Services

- Video Distribution (5)
- Video Engineering (5)
- Video Production (5)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parentheses.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration

BEST COPY AVAILABLE

STUDENT AND ACADEMIC SUPPORT DIVISION

(cont.)

Media Services

- Audio Production and Recording (5)
- Telelearning Services (5)
  - Telecourses (5)
  - Teleconferencing (5)
  - Cable TV Channel (5)
  - Two-Way Interactive Television
- FM Radio (5)
- Interactive Learning Center (4)

Student Life

- Student Government (2)
- Student Clubs and Activities (2)
- Athletics (2)
- Intramurals (2)
- College Newspaper (2)
- Office of Volunteer Services (8)

Career and Employment Development Services

- Career Development (2)
- Employment Services (2)
- Career Testing/Assessment Services (2)

Note: Divisional location prior to the July 1, 1993, reorganization is indicated in parenthesis.

Key:
1 ..... Arts and Sciences Division
2 ..... Student Personnel Services Division
3 ..... Technology and Applied Sciences Division
4 ..... Business Division
5 ..... TeleCommunication and the Arts Division
6 ..... College, Corporate, and Community Relations Division
7 ..... College Services
8 ..... Central Administration